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NO BUSINESS is complete without a complaining customer.

In most instances these characters are so mad they lose all sense of proportion and merely change colors like a frustrated, over heated chameleon, cuss, and or, throw things.

It takes a true genius like J. Marquette Phillips, who lives down in Cuba, to put all the transgressors in their place.

Mr. Phillips' complaint to Mr. Louis Ruthenburg, chairman of the board of Servel, Inc., and an old friend of the NAF, brought about an exchange of letters which have produced many a belly laugh in the appliance industry.

You'll find them in "The Case of the Missing Rubber Gasket" beginning on page 32.

Absenteeism is cancer to industry. This issue of MANAGE contains a bold discussion of the problem in a story entitled "How To Motivate Good Work Attendance," starting on page 5. The author is a psychiatrist who believes industry should stop babying the babies.

Last month's MANAGE featured a story about Automation. This issue features a story telling how paper work is being "automated." You can learn about it in "Mechanized Paper Handling" on page 25.

Bill Freeman's Business Notebook has some interesting sidelights on his recent trip to Europe, including the problem and solution for hotel reservations which hotels cancel on appearance of the victim.

Washington Reports has items about the problems the one-half GAW has created in the federal government, censorship, integration of the services, and the reason we don't have more engineers and scientists.



Harrison Boudley

MANAGE

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AUGUST, 1955

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How to Motivate Good Work Attendance

BY S. MOUCHLY SMALL, M.D.

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THE TECHNOLOGICAL advances achieved by industry in the application of scientific knowledge and research toward greater productivity have been phenomenal. Machines and methods have become more specialized and complex, placing greater stress on the men responsible for them.

Slowly and imperceptibly the tendency has been to relegate the worker to a position as a small cog in a vast network of mechanical intricacies spread over many different plants. Under such circumstances we frequently lose sight of the human factors so essential to a healthy industrial program.

Safe-guarding the physical health of employees has long been an established principle in industrial medicine. Unfortunately, its counterpart in mental health has met with considerably greater resistance. Misunderstanding, fear and prejudice have blocked the application of mental hygiene information in industry.

Employers have thought of psychiatrists as crack-pots or misguided, impractical theorists pointing to the public ramblings of a small number of self-styled, untrained and unqualified specialists for confirmation. Employees and their unions have suspected them as potential "stooges" for management who might undermine their organizations. Fortunately there are indications now that both labor and management are overcoming their baseless apprehensions and are willing to listen and be shown what mental health programs may have to offer.

Our great problem in industry today is not production but people.

The importance of favorable human relations in every industrial health program cannot be overestimated. Its effects are apparent in

improved employer-employee relations, greater efficiency, decreased incidence of accidents, absenteeism and turn-over, and above all in the job satisfaction and happiness of the individual worker.

IN MEDICINE we characteristically approach problems through the study of illness or breakdowns in adjustment. Thus, the pathological counter-part of good attendance would be a high rate of absenteeism. More justifiably, research should be directed toward the study of both aspects, namely those individuals, with superior attendance records as well as those who are chronically absent. This is exactly what was done by Drs. Norman Plummer and Lawrence Hinkle Jr. at the New York Telephone Co.

In a statistical study of the absences of almost 1,800 women employees throughout their working careers, these doctors confirmed the findings of other researchers such as W. J. Fulton, O. J. Johnson, and Dr. William M. Gafafer.

They found that in a high proportion of the absences, both the number of days as well as the number of times absent, was caused by a small part of the employee population.

It is interesting to note that employees who had high absence records in their first year of employment continued to remain in this same group year after year while employees who were rarely absent during their first year also tended to

continue in the low-absence group throughout their period of employment. It thus appears that for the individual certain characteristic behavior patterns are established and that these tend to persist year after year. Not only did the women in the group with a high absence rate have far more physical illness, especially respiratory and gastrointestinal disorders, but they also had a high incidence of nervous and emotional complaints.

Those who have studied the problem recognize that illness is not the sole factor in absenteeism. It has been shown that absence increases in times of prosperity when jobs are readily available and conversely decreases at low points in the business cycle.

An unusually large proportion of women employees, older workers, or young and inexperienced people in a given plant may lead to a higher rate of sickness absenteeism. Also, more than the average number of "repeaters" who are out with disabling illnesses at frequent intervals, will unduly increase the rate of absenteeism for a company unless their presence is known.

In addition, there are a host of many other more subtle factors which affect absenteeism rates, such as the type and amount of sickness benefits which are paid.

In the consideration of absence due to emotional tension, nervous exhaustion, moderate degrees of

anxiety and mild feelings of depression, it must be emphasized that the incidence of such disorders will depend upon the attitude of the company and more particularly the medical department toward these conditions.

Where the reaction to such complaints is to be overly sympathetic and coddling, their number will increase. If the medical department deals with such problems with a harsh and uncompromising manner, they will tend to disappear. To avoid any misunderstanding, let me hasten to add that the inner-emotional conflict will nevertheless assert itself in some other fashion if the physicians severely repress emotional complaints.

IT IS RATHER interesting to note that when a psychiatric disorder occurs, the form it takes is often determined by the particular situation and by what is "permitted or accepted" by the group.

For example, during and following the Japanese attack on Pearl Harbor, despite the extremely stressful situation, there were practically no psychiatric casualties the first day and only one or two the following day. It is obvious that under such conditions the patient would be stuck on the Island and would be unable to get away from the combat area. The same type of reaction is seen on battleships at sea engaged in combat.

However, despite the non-occur-

rence of outspoken psychiatric casualties, there are many incidents of "non-effective behavior" where the individual does not function satisfactorily as a member of a combat team.

The same point was even more dramatically illustrated during the recent Korean conflict when Republic of Korea troops were integrated with American troops. When the R.O.K. soldiers fought as independent units there were no neuropsychiatric casualties, although there were many instances of leaving the front lines without permission or poor efficiency in combat. When these same troops joined American soldiers, neuropsychiatric casualties did occur among them.

Thus, it appears that behavior at least in its manifestations tends to take a form which is permissible or acceptable at a given time.

In industry, "non-effectiveness" may manifest itself not only in absenteeism but in decreased production, a higher percentage of defective units, or articles or production made by a particular worker, or chronic complaints which tend to lower the morale of other employees in his group. All this points up the importance of not considering statistics on a given facet of absenteeism in isolation from other closely allied and inter-related factors.

It has been observed that the upper respiratory diseases are responsible for over one-half of the

total number of absences and over one-third of the total days absent. These figures are based on a four-year-study of employees working for a public utility. In addition, it has been estimated that an average of 7,000,000 persons are incapacitated each day of the year because of the common cold, resulting in a loss of 150,000,000 to 180,000,000 man-days lost by industry and business annually.

EXPERIMENTAL studies by Harold G. Wolff and his co-workers point out that symptoms of colds appear and increase in intensity when the individual is confronted by a life situation engendering conflict and anxiety.

Leon J. Saul reported a series of 15 patients with frequent colds before psychoanalytic treatment which was initiated because of various neurotic symptoms, whose colds were markedly reduced or totally absent following the analysis.

In a study of 63 young children at a nursery school over a five-year period, J. Louise Despert found that the highest incidence of absences due to colds occurred among children from broken homes who were subject to significantly greater emotional stresses than those who were relatively free from colds.

In view of these suggestive findings which can be multiplied many times, it appears that personal, emotional and situational factors play an important accessory role in the

susceptibility to the common cold. Furthermore the nature of the employees' attitude toward his work and how strongly motivated he is to go to the job will determine his attendance record.

There is little doubt in the minds of most practicing physicians today that not only respiratory disorders but also gastro-intestinal disturbances, which accounts for almost as many total days of absence, have significant emotional factors leading to their inception.

An appreciation of the various factors already mentioned prepares us for methods for dealing constructively with problems of absenteeism and suggests programs to motivate good work attendance. As the basis for the proper evaluation of any technique, we need to formulate ways of keeping adequate records. This has a further positive value in directing the employees' attention to the fact that absences are being noted and studied.

In many ways, we are still like children and sometimes try to avoid work if we think we are not being too closely observed. A stated policy of investigating absences tends to remove such temptations. In similar fashion, a few emotionally immature employees may test the limits of what they will be allowed to do without the imposition of a penalty. Thus, inexcusable absences require a certain degree of disciplinary action varying with circumstances and the



"Sometimes I think that Joe is overly anxious for promotion."

previous work record of the employee.

The industrial nurse is in a good vantage point to detect problems early. Excessive numbers of visits to first aid, repeated, vague complaints or apparent tension and apprehensiveness often accompanied by gastro-intestinal disturbances should alert her to the possibility of emotional conflicts which will soon lead to poor attendance.

In most instances, the sources of conflict are outside of the work situation, and referring the employee to the physician who has been alerted by the nurse's observations may help in aborting the development of a more serious condition. Often-times, simple counseling or giving the worker an opportunity to express himself, followed by reassurance and explanation by a member of the medical staff, will give relief.

INDIVIDUALS who are chronically dissatisfied and frustrated and subjected to repeated stresses will usually be found to have frequent illnesses and a high rate of absenteeism. Such employees should be recognized early during their employment, and objective assessment made of their mental and physical health as well as their work capacity and potentiality.

In those cases where proper job placement has been made, employee satisfaction is increased and the incidence of illness and absenteeism de-

creases. If this has not been done previously, it should be considered. However, frequent changes of job calculated to relieve the individual of responsibility or hard work for emotional causes is not desirable for both the company and the employee. It is not a favor to the worker to transfer him each time he whimpers or complains. This only tends to reinforce an easy "giving-up" attitude and often results in an ambulatory kind of chronic invalidism. The private physician should also be educated to recognize that he may favor neurotic attitudes in his patient by too readily advising unduly long convalescent periods or vacations in the South when the weather is cold.

Not infrequently a reliable employee with a good work record may appear worried and become a familiar visitor to the medical department. The industrial nurse should recognize this as a change in pattern for this person, and listen for clues to the trouble. Such changes in personality reaction may be due to concern over an acute financial or family problem.

It is possible that management may be able to improve his immediate problem as part of a program of enlightened self-interest. Sometimes the employee just needs some direction and good advice.

THE ATTITUDE of the medical department may play a decisive role in motivating good attendance.

Nurses and physicians, like most people, have their own sensitivities and blind spots for certain types of problems. Thus, instead of a firm but understanding and sympathetic attitude toward certain types of complaints, they may tend to identify themselves with the employee and lose their objectivity.

For example, a nurse who at one time suffered from severe asthmatic attacks was always overly concerned about any respiratory disease and would practically warn the employees to remain in bed until they felt absolutely well. In a sense, she displaced her own anxiety about herself on to the employees.

More specific problems, such as alcoholism, probably accounts for more absenteeism than is generally recognized. These absences are likely to occur on Mondays or after holidays when the employee may be off on a spree.

This is a common problem, and its absence from absentee records suggests it is being overlooked. Alcoholism is a symptom of an underlying personality problem.

Morale, including the employee's attitude toward management, will also affect attendance. The employee needs to be given a sense of satisfaction and recognition of the

contribution he is making to the company. The worker needs to identify himself in a positive way with the group so that he feels he belongs and will be missed if he is not present.

Where the rate of absenteeism is significantly higher than that for the industry or community, the supervisors and foremen should be made aware of it so they can use moral persuasion and educational methods to emphasize the seriousness of absenteeism.

The positive approach is to praise employees for good attendance. News Letters will encourage those with good records. It might even be desirable to offer incentives of various sorts to those with the best attendance records.

Finally, it must be recognized that the job of inspiring the employee with a healthy motivation for good attendance is not any one individual's job. It depends upon the concerted and integrated efforts of all concerned with the welfare of the organization, from the individual employee through the Medical Department, up to and including top management.

Good attendance is everyone's business.

This article was taken from a talk by Dr. Small before the American Association of Industrial Nurses.

Editorial Memo

FROM THE EDITOR

SUBJECT: *Management*

MR. KERSHNER'S WORDS

NAF Executive Vice President Marion N. Kershner made some pretty good points in his annual address opening the Spring board of directors meeting in Denver last May. In fact, we'd like to make him our first "guest editorial contributor" by reprinting some of his remarks in this month's issue of MANAGE. We could do no better—nor could we salute a management man more conscientious and deserving.

Here are Mr. Kershner's words:

"I note so very concretely how much industrial America has progressed in atomic power, electronics, chemistry, physics, aeronautical engineering and other technological sciences. But I am even more impressed by how much we have not progressed in our handling of human beings.

"I am appalled by the pioneering yet to be done in understanding people, in supervising and motivating them in industry so that mankind can benefit from a fair share of the productivity within the power of every man or woman. Compared with our advances in technological sciences, in electrical research, for example, our human relations progress since 1620 has only been about 35 years.

"Our study of the science of human relations is comparatively 300 years behind the times. The same basic human emotions which crucified the Son of God 1,922 years ago, today govern our attitudes toward other human beings which we do not completely understand.

"We allow the same primitive barriers to keep us from better understanding organized labor, for instance, and feeling compassion for the man who cannot lead but who must be content to follow in a group. Sometimes these barriers are so obviously man-made for selfish purposes of individual gain or lust for power satisfaction, that we should be ashamed for not recognizing it and circumventing the barriers to an understanding of the people on the other side. Those barriers are America's Iron Curtains.

"Too often we management groups decry certain poor examples of organized labor leadership, blaming the members of the unions for tolerating

the alleged corrupt, unable, self-serving men. But who is actually to blame for the poor leadership but ourselves—management. If we see poor leadership of our employees, can we not accept that as an opportunity to demonstrate good leadership! If we say some of our employees are cursed with poor union leadership, is that not but greater opportunity for better management leadership?

"As civilized human beings making a profession of the management of people, we can well be ashamed of ourselves for our wilderness frontiers in human relations and in the art of communications between ourselves and the people who work for us.

"But in this shame, we should feel a challenge to improve the situation. If you want to improve it, and I want to improve it, we can convince others. Pretty soon, we would see our comparative progress in human relations edging over into the 18th century, and eventually coming abreast of our technological advances.

"But for all our wonderful advances in the technical sciences, we are still a backward people so long as we must confess that industrial management does not have the understanding, the trust of either the men and women whom they supervise or those for whom they themselves work. There is little more excuse for our inability to get along with all other peoples of all other countries, even though such relatively simple barriers as language and social customs might seem to be blocking the way."

ON LOST SOULS

Seventy per cent of any management team's authority is vested in the group of men who directly supervise employees and production.

That's a whale of a lot of responsibility for fellows who sometimes refer to themselves individually as "just a foreman" or "just a supervisor," and who entirely too often get to feeling, "It makes no difference to my company what I think or do."

If you think you're not important, better revise your thoughts. Most of the "lost soul" attitude stems from the supervisor losing sight of the importance of his place on his team.

And so the only thing really lost is his perspective.

Dean Sims

Test Your Word Sense

Here's a good way to test your vocabulary. Pick the best definition for each word and then turn to page 18 for the answers.

- 1—ZOOMETRY is the scientific:
a—use of animals
b—use of zoos
c—measurement of animals
d—application of tools
- 2—The YUAN is a coin used in:
a—Indonesia
b—Siam
c—China
d—Japan
- 3—WALLSEND is a:
a—dead end
b—size of coal
c—food
d—fodder
- 4—A VIRULENT article is:
a—dead
b—cold
c—frozen
d—poison
- 5—if you USURP a country you:
a—destroy it
b—seize it
c—go through it
d—leave it
- 6—A TUTOR is a:
a—private teacher
b—housemaid
c—knight
d—old man
- 7—SUPERABUNDANT things are:
a—large
b—small
c—round
d—excessive in number
- 8—A SPECULATOR is looking for:
a—security
b—a gamble
c—a bank
d—a horse
- 9—A HELICOID is a:
a—spiraled object
b—sharp object
c—blunt object
d—round object
- 10—A GLUTTONOUS person:
a—is overweight
b—too tall
c—eats to excess
d—is too thin
- 11—A FELONY is a:
a—poem
b—crime
c—song
d—opera
- 12—To DEFRAUD is to:
a—win
b—lie
c—hate
d—cheat

Here's a man who is winning
because he never recognizes he's licked

Motorola's Paul Galvin

By Phil Hirsch

MORE THAN ONE company has followed the time-honored maxim, "Build a Better Mousetrap," and has become prosperous and successful as a result. But Paul Galvin, the bushy-browed founder-president of Motorola, Inc., is an exception.

For Galvin and his firm didn't build a *better* mousetrap, they built the mousetrap. Motorola's particular mousetrap was the mass-produced automobile radio. In 1930, there were only a handful of these gadgets in service. Some were owned by radio "hams," who had made their own. The others were custom jobs priced at about \$300 apiece. There was no standard model available, priced to fit the average motorist's wallet.

Anyone with money to invest in the car radio business probably would have passed up Galvin without a second thought. He had been associated with two companies that went broke trying to manufacture storage batteries. And the 1929 market crash had brought a third venture—the manufacture of battery eliminators



for early home radios—to the brink. But, characteristically, at a time when a good many other businessmen had lost hope, Galvin went out and purchased a brand new seven-passenger Studebaker.

Galvin doesn't know whether buying the car helped inspire the radio, but a short time afterward, the big idea was born. The first model was pretty crude, but it offered innovations. The tuning controls were on the car's steering column, and the speaker was attached to the firewall. When the motor was running there

was likely to be so much static that the program had a hard time coming through. Suppressing the spark plugs reduced the static. The only trouble was that suppressing the plugs also made the motor conk out when the car stopped, and in cold weather often stopped the car from starting at all.

Galvin put his engineers (they were called mechanics in those days) to work on this technical problem, and went out to look for customers. He soon found that neither auto manufacturers nor radio distributors would buy—the first group because they thought it meant going into the “music business,” the second group because they thought the set was too hard to service.

Galvin, not a man to be discouraged easily, lined up his own distributors, most of them mere beginners in the business. Many took on the line reluctantly, but since then have made small fortunes from selling and servicing car radios.

It is unlikely that even Galvin, when he thought up the car radio in that dim, gray Depression era, realized how big a future he had in the electronics business. One inkling came a few years later, when police departments began purchasing special receivers from Galvin for their squad cars.

In 1937, Galvin Manufacturing Co.—the name of the firm prior to 1947—developed a mobile transmitter, and in 1939, a portable trans-

ceiver, which combined receiver and transmitter in one package. These improvements tremendously expanded the usefulness, and sales, of radio equipment to police and fire departments.

IN 1939, a few transceivers were used by umpires at the maneuvers of the Wisconsin National Guard. Observers from the U. S. Army Signal Corps, on hand for the event, were impressed. The upshot of their interest was that Galvin and his cohorts developed a two-way hand portable radio set for the infantry, known as the “Handie-Talkie.”

A few years later, the Handie-Talkie gave birth to one of World War II's most versatile, widely-used mobile communications devices—the famous FM “Walkie-Talkie.” Motorola played the leading role in development and production of this gadget, thanks partially to the fact that Galvin happened, back in 1938, to pick up a technical journal one day and see a story about a scientist named Daniel E. Noble.

Noble, a quiet, scholarly professor at the University of Connecticut, had developed a three-way mobile FM communications system for the state police. The system linked each police car to the dispatcher at headquarters, the dispatcher to the car, and one car to another. Up until then, no one had been able to adapt FM to mobile communications.

“I’ve got to see that man,” Galvin said, and that night, he was on a

train headed East. A few days later, Galvin returned. Noble was with him, signed up to a job as the company's director of research. Noble wedded FM to the Handie-Talkie, and a short time later produced the Walkie-Talkie.

Today, Motorola is not just the nation's biggest producer of mobile communications equipment, the company makes more of this equipment than all of its competitors put together. Although the military need is now a fraction of what it was during the war, the civilian market is anything but dead. For, within the past few years, taxicab and truck operators, bus lines, pipeline companies, and firms in a host of manufacturing and processing fields, have discovered the virtues of two-way radio, and have trod a well-worn path to Motorola's door.

They have been accompanied by representatives of most of the auto manufacturing fraternity. Motorola's first product—the car radio—is today one of its biggest. The firm supplies half of the radios needed by Ford, a like amount of Chrysler's and Willy's, and all of Nash's.

Meanwhile Galvin and company have become the fourth-largest producers of black and white television sets, corraling nearly 10 per cent of the total sales. Motorola is also one of the leading manufacturers of home radios. In fact, company officials say that if their car and home radio production is lumped, the total gives

Motorola the largest radio manufacturing volume in the nation today.

Since World War II, the company has branched into several new fields—microwave relay systems, guided missiles, cybernetics, and automation. Last summer, Motorola had a big tube (19-inch) color TV set in its distributors' hands months before any of its competitors.

THIS feat is a source of personal pride to Galvin. For, in the Spring of 1954, he had insisted the color TV set wasn't perfected yet. Many of his competitors thought it was. "I am determined," Galvin said then, "that Motorola will not market color television until I—as an individual and not as a manufacturer—am satisfied with the picture I see in the living room of my home." More than one industry observer thought Motorola would be last, not first, with large-screen color TV.

But Galvin was proved right in the end. For the competition ran into the same sort of technical troubles Galvin had foreseen earlier. Meanwhile, Motorola had solved its problems and was gleefully shipping the first big screen color sets to market.

Galvin does not consider himself a super-salesman, engineer, or financial wizard. Traditionally, those who have succeeded in the electronics industry have at least one of these attributes. But Galvin, as Motorola's experience with color TV indicates, knows the meaning of quality. Also,

he knows how to pick subordinates and delegate authority, and how to lead without becoming either a dictator or a figurehead.

When the crash came in 1929, Galvin headed a company that "had little to lose except its spirit," as one Motorola executive put it. Today, the company, with some 11,000 employees and gross annual sales in ex-

cess of \$200 million, is one of the four largest electronics manufacturers in the nation. It is these qualities of leadership in Motorola's founder-president, more than any other factor, perhaps, that has accounted for the change in the company's fortunes and for the development of a management team which is today respected throughout the industry.

Reduce Our Debt

Beginning with 1792, through the following 124 budget years of our federal government, there were 43 deficit years and 81 surplus years.

The deficits were small and usually paid off in succeeding years. It can be said that the U. S. was on a pay as-you-go basis.

But in the past quarter of a century, the budget has been balanced only four times. The national debt is now over \$271 billion.

Taxes on industry and individuals, the main sources of revenue, are near their peak.

There is one sure way for the government to balance the budget and reduce the national debt: spend less.

This can be done if Americans remember how we became strong:

America became strong because the citizen supported his government, not because the government supported him.

Answers to "Test Your Word Sense" on page 14 are:

1-c, 2-c, 3-b, 4-d, 5-b, 6-a, 7-d, 8-b, 9-a, 10-c, 11-b, 12-d.



THEY built the fire against the bluish-green wall of the cave and in the morning the ground around the fire was veined with tiny rivulets of something red and fiery. It burned the fingers, but laid on a flat rock and hammered with a rounded stone it became a crude skinning knife, a spear point, and later on an arrowhead and much later the plow that broke the plains.

The ingredients were hot metal, a flat place to lay it on, a hammer, and an arm grown sinewy from throwing rocks at tigers and bears. For the last 8,000 years, the only improvements have been to increase the sinews of the arm, to make an indentation in the flat rock that simulated the shape of the finished article, and to add some new metals and alloys that could make a gleaming blade of Damascus steel, a suit of armour, a cannon barrel, the propeller shaft for a wildly improbable steamer, the landing gear for a transcontinental bomber, the fins for the great grandpa of the first rocket to the moon.

For forging does something no other technique does; it takes the raw, basic metal, forces it back upon itself, and elongates its grain in the direction of strain. It makes something stronger than it would have been, carries some of the strength of the sinewy arm and the crunching hammer over into the metal itself.

What forging does, essentially, is to move the actual mass of the metal to form the desired shape. It is like making a tree grow so that its grain pattern—and therefore its greatest strength—runs parallel to the points of greatest stress.

Most other metal-working processes achieve shape by cutting the metal to contour, or by causing molten metal to flow along a pattern in the sand or in metallic molds. The latter process achieves the shape, all right, but does not produce a part with controlled grain flow to enhance its strength.

In order to achieve the highest maximum strength with the lightest weight, special alloys of aluminum

have been developed specifically for forging. In a sense, the special qualities that make a forging particularly valuable have been built into the forging stock as it leaves the mill.

AMONG the more popular forging stock alloys are 2014, characterized by high strength, hardness, and good forgeability. It turns up in strength structural applications—bridge parts, aircraft fittings, and very hard heavy duty forgings.

Impeller wheels, aircraft landing gear counterparts and the hinge assemblies of folding aircraft wings all may make use of 2014. Where corrosion is a special problem, 6061 is often the alloy, where high temperature is a factor, 2018 and 4032, which are nickel alloys, and for very high strength, 7075. Large parts, like airplane propellers, use 2025, and where strength is not so important as low cost, 6151 is generally used.

Unlike the lump of uncertain composition from which the earliest forgers worked their miracles, today's aluminum forging stocks are designed specifically with an end in mind—to obtain the highest strength, lowest cost, and lightest weight possible for the finished product.

Aluminum forging stock is generally a product of a rolling mill or extrusion press. Hence, it possesses definite wrought characteristics even

before it is forged to finished shape. The aluminum stock has been work-hardened to a considerable extent by the plastic deformation occurring during rolling or extruding and as a result the grains are elongated in the direction of the working. In general, the impact, tensile, torsional and compression strength of aluminum alloys are considerably increased by forging.

Once the prepared forging stock reaches a forging plant, it undergoes a series of impacts or pressures that hammer or press it into the desired shapes. The history of this equipment stretches back for more than 600 years.

The first forging hammers came into use sometime in the 1300's when gunpowder came into Europe and blacksmiths found themselves all tuckered out after a day at the forge trying to beat out a cannon barrel. So somebody invented the tilt hammer, driven by water power that lifted the weight through an eccentric cam drive.

In 400 years, water hammers got up to 1,200 pounds—not much, but considerably heftier than the village blacksmith. Then came steam in the middle 1700's, and by 1890—about 100 years later, Bethlehem Steel in the U.S. built a steam hammer that had a 250,000 pound impact to forge armour plate.

Even as the biggest steam hammer came puffing gigantically onto

the scene, the hydraulic press for heavy forging was already en route. By 1893, a press of 14,000 tons pressure was in operation.

WHILE the sinewy arm of the blacksmith was adding the strength of water power, steam and finally hydraulic pressure, methods of making forgings were changing, too. By 1855, the Colt Arms Co., had begun making revolver parts by forming hot steel between shaped dies. The "law West of the Pecos" thus had its origin on the anvil of a forging press.

Back in the old country, the Austrian Imperial Railway Shops were using down-stroke hydraulic wheels, connecting rods and cross-heads. They were the big hit at the 1875 World's Fair at Vienna.

Thus, by the beginning of the 20th Century, the stage was set, in machinery and technique, for the light metals age. The modern descendants of the blacksmith's arm, the armourer's forge, the water driven hammer, stood ready to go to work on a metal once more precious than platinum; now as widely spread as steel.

Primarily, there are four main ways to make forgings, and three main steps in the process. Or, to simplify it even further, as one foreman recently said, "You just beat the devil out of it."

The forging stock is heated in gas, oil or electric furnaces or by induction until it is just the right plastici-

ty for the type of alloy and process required. The heated alloy is then hammered or pressed into shape by one of four general methods.

Smith forging is, in essence, what the "village smithy" did, except his good right arm is free to turn the work under the pounding of the automatic hammers. Primarily, smith forging is used where a small quantity of parts is needed, or for preliminary operations to be finished by other forging operations.

Drop forging is a high production method to make close-tolerance parts in closed impression dies. The drop hammer forces the heated forging stock to flow into die impressions.

Press forging does the same thing, except that instead of repeated blows, it exerts continuous pressure on the metal, forcing it into the dies at a steady rate. It's like squeezing toothpaste into a thimble.

"Upset" forgings are used where it is necessary to produce something that is wider at one diameter than the original stock.

The impact or pressure takes place on the horizontal instead of the vertical, and the easiest example we can think of is a bolt, whose head is bigger than the diameter of the stock that forms its shaft.

Once the forging is over, a number of other operations may be required, such as trimming, piercing holes, sizing, restriking and possibly straightening.

Despite the power of the river, the giant under the teakettle lid,

and the "pressure exerted equally in all directions" of hydraulic power; despite the gigantic machines and the smooth, silvery ingots from the mill, the heart of the forging operation still lies in the individual skill of the men themselves.

In this respect, despite the course of 10,000 years, the forging process does not differ from that of the first dawnman who hammered erratically at a cave entrance, from Tubal Cain, nor from the village blacksmith.

A good forging is a combination of the right alloy, the proper heat-

ing, modern and ingenious machinery, the tremendous sinevrs of modern power industry. But—above all—it is the men who do the designing, the engineering, make the shining, steel-hard dies, turn the work an infinitesimal fraction of an inch that is somehow just right beneath the pounding hammers, trim the flashing, do the restriking. For forgings are the product of men and their strength and their utility is the strength and utility of men who know their jobs and do them well.

Competition for the Grad

In some industries the competition for college graduates is getting as tough as the competition for sales dollars.

Most of the nation's top graduates can travel on expense paid tours from coast to coast to visit companies eager to fill staff shortages with promising, bright, young men.

Oil, steel, aircraft and automotive firms are leading the race for talent, many of them employing staffs of skilled recruiters.

To generate interest in what it has to offer, a single steel company has its specialists working with placement offices at 15 to 20 colleges and universities, according to Steelways magazine.

An engineering graduate with good grades can take his pick of the top companies in the nation and go to work at a salary that will make his Dad shake his head.

A survey taken by Northwestern University, Evanston, Ill., indicates industry will hire 19 per cent more technical graduates than last year and two per cent more non-technical graduates.

Let us so live that if someone proposes a monument to our memory, no one will suggest brass as the most suitable material.

"Trifles make perfection---perfection itself is no trifle."—Michael Angelo

Little Things Mean A Lot

By William Levy

IF YOU LOOK up to the sky tonight, and it's a clear night, you'll see millions of stars. That's not quite right because all you will see will be the first magnitude stars that are visible to the naked eye, but believe me I'm assured that there are more stars in the heavens than there are grains of sand in the sea and each is a star in its own right.

Yes, each of us like the star, comes into this world with something, call it grey matter or capacity. It's very similar to picking up a hand in a bridge game or a poker game. With one it's fair, another good and another poor. It's a disgrace to lose with a good hand, but it's terrific to get the most out of a poor one.

Walter Lippman makes a lot of sense in his remarks on this subject when he says, "I do not despise genius—indeed I wish I had a basket full of it instead of a brain, but after a great deal of experience and observation, I have become con-

vinced that industry is a better horse to ride than genius. It may never carry one man as far as genius has carried individuals, but industry—patient steady, intelligent industry—will carry thousands into comfort and even celebrity, and this it does with absolute certainty."

In our modern living it seems like everyone wants to be a star, the "top banana." Maybe that's why some companies have so many vice presidents. Even if the responsibility of the job may not warrant it, at least it sounds big.

Many people drive Cadillacs, Chryslers or Lincolns, not because their finances warrant it, but because they think it offers proof to the public and their friends that they are successful, they have arrived. How foolish can they get?

Others eat their heart out with envy for those who ride in the gorgeous cars and wear the minks and the sables. We choose the elusive will-of-the-wisp of false materialism and worship the brass and tinsel of

Baal, never grasping the full significance of worth while things.

Life doesn't offer the opportunity to many people to make the big splash, to be the comet that streaks across the horizon. Instead it is a mosaic of many, many little things, little opportunities to serve your fellow man, to make a contribution.

People will like or dislike you, admire or resent you, depending on the disposition of the little opportunities in your life. True greatness consists of being great in little things. And as someone has stated, "The man who does little things well is better suited to do the big things better."

If you are doing a good job in your selected field, if you're confident, if you are content, and if you're producing, then you have every reason to be as proud of your work as your boss or the president of your company.

A few months back, I tripped and severely sprained my right arm. For about a month I carried it in a sling. Only then did I fully appreciate how difficult it can be to take a bath, fasten my shoes and make a knot in my tie—when it is done with your left hand. In Fitchburg, Mass., while conducting a Human Relations Institute, I struggled to jot down a few items on a blackboard. Little

things.

As the result of a tremendous snowfall in Dayton several years ago and the drifts that followed, the Mayor of the city declared an emergency. It lasted for three days. We all stayed home, shovelled snow and watched television. Only then did I realize the full significance of the mailman, the milkman, the grocery boy and the garbage collector.

If we could only realize that in doing a series of little things for people, we achieve a personal satisfaction that money can't buy. A thanks, a smile, maybe a sincere comment on a meal that's tastefully prepared, a dress that's beautifully sewn, and maybe a little token to a friend or your wife—these are the little things that can be big.

Finally, I think there is a spiritual quality which emanates from giving of yourself in little things. I'm sure you'll sleep better at night and more nearly achieve the greatest gift of all—*peace of mind*—if you make a point of doing the little things.

Actually, nothing is too little which relates to man's salvation, nor is anything too little in which to serve God. The only things you can take with you when you leave this earth are what you gave of yourself while you were here.

Nowadays the only males who boss the household are less than three years old.



By C. A. Hennessy, Manager
Commercial Sales
Lamson Corp.

IN COMMON with every business, the flow of papers is the official means of communication in our industrial system. We live in a paper work society.

Paper work in our organizations is like an iceberg—only the top one-eighth is visible. The receiving tickets, bills of lading, and factory papers do not often reach the executive offices, but these, and hundreds of other cards, forms, bills, tickets, slips, blueprints, cash, stamps, and checks make up the submerged

seven-eighths of the iceberg. The submerged parts, that are out of sight and often out of mind, can many times be melted down and made to yield big savings.

To assess potential savings that can be made in the handling of the mass of paper, let's approach them through a technique developed out of experience with many studies of paper handling.

The point of departure is a decision by management to attack the problem of paper work handling, and to take some positive action.

Step one in the attack is an analysis of the flow of paper work: what it is, where it generates, where it goes, and what it is finally stored in. This investigation will most likely turn up a variety of forms, invented expediently and perpetuated expensively. For example, we found we had 23 different kinds of envelopes addressed to the home office.

After an investigation of how new forms start, you may be inclined to institute form control in your business, with inspection of re-orders for printing forms before they become established.

A helpful technique is to make a paper work "roadmap." With a crayon and a roll of wrapping paper, trace a typical order through every paper work step it encounters. At each paper processing point, paste onto the wrapping paper all the forms that are used. Note some of the distances that paper work moves.

You'll see what goes where in your organization.

This map can be a stimulating and educational tool for many in your organization. People handling paper work do not always realize that what they do has a bearing on how soon you receive a check to put in the bank for goods or services rendered. You undoubtedly know how much mail you receive on the average Monday in bundles or in bags, but do you know how many pieces pass through your stock records department, or cost department, or shipping room? Be assured that they, in all likelihood, are carried there on foot, left there with conversation. The one item most immediately important to the welfare of your company is halfway down the four-inch thick batch of papers just delivered.

We have, at times, made a 100 per cent traffic count, that is, accounting for every piece of paper moved between departments in one day.

It is rather easy to do in an organization of our size (about 700) and it is highly desirable if the operation is at all complex, as we think ours is.

We discovered in one plant that it was costing about as much in time to get overtime authorized to payroll as the overtime cost.

Step two in the reduction of paper handling costs is to justify them.

One leading work simplifier has

this approach: when he has to examine a clerical job, he seriously questions why it is necessary. Paper work and paper work handling can stand a lot of this.

Many of us have run across paper work records kept simply as a record of when a piece of paper enters and leaves a department, kept merely as a defensive measure. *The squirrel instinct is still strong. We still have with us people who keep, for 30 days, a copy of every memo sent.*

In the justifying process, we can reach out to the dim area to which records go when an order is closed out. Legal requirements, of course, must be met in record storage. But why not take the position that after the order is filled, keeping the record is a liability in that it costs money to store paper? We have drastically cut the time we keep complete contract records to five years with a provision to extend for one additional year if the records are called out of file for any reason. *You have to be brave on junking records. The departments which collect records with no market value seem to be sales, advertising, and engineering.*

There is a calculated risk in disposing of records. If you do lose an order for a part because it can't be identified, chances are you're better off. If you had kept the drawings, patterns, and tooling all this time, you can be sure sales wouldn't have nerve enough to ask a proper price.

Step three is to organize the flow of paper work. The analysis and justification you have done will have boiled down the mass to its essentials. One enterprising manufacturer coped with the perennial problem of routing magazines to foremen by having them returned to the entrance and picked up by the foreman from his mailbox. Result? Fewer magazines got more intensive study.

Organization is often a matter of timing. Paper work moves as well as people move it. It's the question of little batches flowing smoothly, against big batches and the paper of importance being halfway down the high pile.

If, for example, you can get your bills of lading back to billing in time to invoice the same day, what will it net you? In one case, this amounted to \$7,000 annually.

A timetable of the moves of paper work may reveal to you that outgoing mail could be picked up at 4:40 instead of 3:15. It might turn out that all it takes to make this possible is to send the billing that was ready at 11:30 to mailing at 11:45 instead of at 2:30. Advertising departments, who never know what time it is, are often guilty of traffic jams, when better scheduling would permit an even flow with the work being done by fewer people.

All this moving around costs money, of course. The cost of handling material in production from

the time it enters the plant until it is shipped as a finished product is approximately one-third of the total cost of manufacturing. The costs of handling the accompanying papers must be of the same order. Organizing the flow is both possible and profitable.

Step four is to mechanize after the paper work has been analyzed, justified, and organized.

Your studies will have shown you the points of maximum paper generation and receipt. All the paper must be moved by relatively inexpensive messengers, if you are lucky. But more often than not, it is being moved by foremen who, in the meantime, are neglecting more important duties.

There are a variety of devices to carry written communications from one point to the other. They work and they pay off. They help convert the non-productive time of people to productive time, and so up-grade your whole effort. Telegrams and other important papers are no longer subject to delay, but are delivered immediately.

Let us now look at some specific examples of these mechanical messengers, and what they have done and are doing.

Case I concerns order handling in a mail order plant handling several thousand orders daily. The operator can send a batch to the far end of a warehouse nearly $\frac{1}{4}$ of a mile away through a pneumatic tube for

order picking. The batch is received in the plant 30 seconds later. A smaller tube connects with the retail sales room where local purchasers may do business. This system, at Allied Radio in Chicago, saves steps and permits enforcing of rigid time schedules on order handling.

Case II concerns high volumes of orders received by telephone, such as in retail stores, utility company service departments, or police departments. These orders must be collected, sorted, and routed for filling. Nobody walks. The orders flow to and from the routing point by pneumatic tube to the departments where goods lie.

Case III concerns production schedules handling. At American Greeting Corp., Cleveland, the operation is mechanized through this scheduling center. The control center handles hundreds of transactions daily. There is no hunt for the order halfway down the heap, and no loss of time in paper transit.

Case IV concerns handling of cash and tickets in stores. Mechanization here is nothing new. An application of mechanization is in a drive-in laundry. The boy gets the package while the change is made by the cashier connected by tube. Banks have, of late, been buying a lot of this type of mechanization.

Case V deals with paper handling in hospitals and clinics. At Mayo Clinic, the buildings cover a big area, and the clinical history han-

dling, purchase requisitioning, and the paper work involved in housing, feeding, examining, and treating patients is enormous. Transparent plastic carriers are used. The contents are immediately identifiable without opening the carrier.

Case VI concerns steel mill and foundry melt testing. When you are processing 25 tons of alloy steel, you have to check "the heat" to see if the steel is "done." A sample is sent from the melting floor to the laboratory, by tube for spectrographic examination. The check is quickly made. The mechanization of handling samples has paid off in increased furnace output and better control.

Many other cases could be cited.

For example, in Baton Rouge, Louisiana, Esso Standard Oil Co. has its refinery. The maintenance shops are in one building about 1,000 feet long and 400 feet wide. The foreman no longer walks orders to the next department, or waits for a lift truck to pick up store orders. Mechanized handling of orders has increased foremen's time by over an hour a day, and freed the fork truck for its material handling function.

Mechanization of paper handling is one way to cut the costs. It pays dividends. Mechanization, though, is only the fourth part of an overall technique which can be summed up in these words: ANALYZE, JUSTIFY, ORGANIZE, MECHANIZE.

Nuclear Power Plants

The United States will have a nuclear power capacity equal to its present total power capacity by 1977.

This forecast was made by W. Kenneth Davis, director of the AEC division of reactor development, at the 17th annual American Power conference in Chicago.

Having a capacity of 100 million kilowatts, the nuclear plants probably will represent an investment of nearly \$20 billion, he estimated.

He cautioned, however, that "we are still some distance from being able to show even on paper that we can build an economic nuclear power plant."

"The important point is that government and industry are firm in the belief that economic power plants can and will be built," he stressed.



The touring vacationist, who meets this bathing beauty on the beach, can consider his sight seeing complete. She's Joan Collins, Warner Bros. star, who appears in the film *Land of the Pharaohs*.

No one questions its popularity, but

Does the Coffee Break Pay Off?

FOR BETTER, or for worse, 35,000,000 Americans now participate in daily coffee breaks, according to the Pan-American Coffee Bureau.

Do the breaks pay off? Here are some typical comments from a recent Wall Street Journal survey:

First National Bank, St. Louis: "We've found higher production and accuracy make up for any loss of time."

Brown Co., Berlin, N. H.: "Girl packaging workers seem to go faster when they get their second wind after a cup of coffee."

Pepperell Manufacturing Co., Boston: The boost to morale makes the cost "insignificant" (this employer, along with many others, foots the entire bill for workers' coffee breaks).

On the other side of the ledger there was this comment from the Employers Association of Chicago: "The time lost is a growing problem."

Coffee Bureau experts make this observation about the latter statement: "The breaks needn't be any problem if they are properly organ-

ized. On the contrary, where they are effectively set up and supervised they are invariably an asset."

What are the principal causes of dissatisfaction with coffee breaks? According to a Bureau study, "The Coffee Break in Industry—Some Problems and Solutions," they seem to boil down to such things as: employees removing cups from cafeteria (solution: use paper cups), abuse of time limits (try warning bells and better supervision), and littered work areas (install trash baskets at convenient locations).

Advantages reported include: improved morale, increased productivity, reduced fatigue and, consequently, fewer accidents, less absenteeism, cleaner work areas, and —of all things—a falling off in the practice of ducking out to the washroom for a quick smoke. Instead, employees tend to wait for the regular coffee break for their cigarette.

Incidentally, the Wall Street Journal story cited a nationwide survey of 1,160 firms which found 82 per cent of the respondents reporting that their coffee breaks resulted in less employee fatigue.

The Case Of The Missing Rubber Gasket

Editor's note:

This story is an exchange of letters between Louis Ruthenburg, chairman of the board, Servel, Inc., Evansville, Ind., and a customer with a complaint. All names other than Mr. Ruthenburg's and Mr. Phillips' have been changed to protect the innocent and shield the guilty. To make the letters suitable for publication, the editors of Appliance Manufacturer magazine, who first published them, have eliminated or toned down some of the more earthy phrases used by the complaining customer. The story is reprinted from the March, 1955 issue of Appliance Manufacturer.

To the President
of Servel, Inc.
Evanston 20, Indiana, USA

Dear Sir:

Somewhere around the tenth of July, I wrote a letter to your company in Evanston, asking them to send me a new rubber door gasket for the 8' Servel (kerosene) refrigerator that I had purchased late last fall in Miami, from Joe's Service Station. This Joe might not be your regular authorized dealer in that district, but he at least had a dozen or more of your products in his show room, and I bought one for cash.

Now, in my letter to your company, I explained that I owned a 36,000 acre banana and lumber plantation here on the East coast of Cuba, and that up until now, I had had the best of results with my Servel, and I gave it all the praise that I think is due it. I also, explained that because the rubber gasket had rotted out and the seal was not good, that it is constantly defrosting and does not in any way give us the good service that it had before, and

would they be kind enough to send me via air express, a new gasket.

Actually, the Warranty that was given me when I purchased the box, should cover this item, but being in the predicament of living away down here in an out of the way place in the tropics, I thought that I was being sensible not to press this fact, and I felt that the refrigerator was so essential to my living here, that I would just as soon pay for the blamed gasket.

In my letter, and please let me digress here for a moment Sir. I particularly asked the receiver not to refer me to their foreign office, or to their foreign representative in Cuba, because I knew from many long years of experience, that these agents here will put off and put off again, in the typical "Manana" manner, and the customer, who should deserve every consideration, will roast his heels here in the heat, just waiting, waiting, waiting, until the greasy haired . . . makes up his mind what to do and when to do it.

Now everything has progressed exactly as I predicted. The recipient of my letter to your factory in July, ignored my request. He ignored me J. Marquette Phillips, the big sap who shelled out over several hundred dollars to buy his companies product. Then he sent my letter to James M. Jones, International Division, New York. That probably took a week, while meat spoiled in J. Marquette Phillips refrigerator. The guy who sent that letter to Mr. Jones, should be hunting for another job. Then this guy Jones, probably after a hilarious week end at the Stork Club, El Morocco and the Twenty One Club, where he had all the ice in the world in his high balls, enters 20 Pine Street with blood shot eyes, passing a half dozen hard working stenographers and secretaries, grunting at each one of them as he goes to his plushey office, and immediately fixes himself a nice tall, cool, pick me up with ice from his Servel, and starts the day.

In the interim, the customer, is getting madder and madder, and drinking warm beer, English highballs without ice, and swearing he'll never buy another Servel as long as he lives. The warm beer and rum, is causing him to think up all sorts of devilish schemes to discourage other planters from every buying a Servel.

How much money do you pay Mr. Jones a year to make customers madder than all hell? Ide fire him to.

The inclosed letter arrives sometime around the middle of August. I bite my tongue and swallow my pride and write the Portor Company as it says. I know well what kind of an answer I'm going to receive. I know, that old man Portor is an American, a rather seedy old one at that, with an organization of manana boys. They are going to write me a letter, asking me what the serial number of the box is and the model, and so on so fourth. Then

they are going to check up on their previous sales, and they are going to discover that they have no record of Cabinet S 803A or unit US-803A, so then they will write me a nice long letter asking me where I bought the box, because they have no record of ever having imported it into Cuba.

Of course they have no record of ever having imported it, because I smuggled it in on a banana boat. All my fathers people were well known smugglers in Ireland hundreds of years ago, and my mothers people were Canadian smugglers between Canada and the state of Michigan. Altho I never was a bootlegger; all during prohibition, I smuggled my own rum into Florida from my farm and my property in the Bahamas. Its an honorable hobby.



"I smuggled the Servel in on a banana boat!"

Sure enough, on August 23rd, the Portor Company writes me a letter asking for serial numbers, model numbers, etc. etc. D . . . it all Mr. Servel

an 1947 Eight foot kerosene Servel Refrigerator is an 1947 Eight foot kerosene Refrigerator, and a rubber door gasket is a rubber door gasket.

Now, you can do me a great favor. Can you get some sweet little girl in your office to sneak out in the stock room, and to try to avoid any of the important men who hold down big jobs that you undoubtedly overpay them for holding down. And have her, when no boss man is looking, steal a rubber door gasket for a 8' kerosene 1947 model Servel. Then maybe you and she can, without anybody catching you, wrap it into a piece of paper and air mail it to me. I am an architect, an ex army engineer, and I helped build hotels or staff houses from Miami to Africa during the last war, so I



"Get some sweet little office girl to sneak out to the stockroom and steal one (1) rubber gasket."

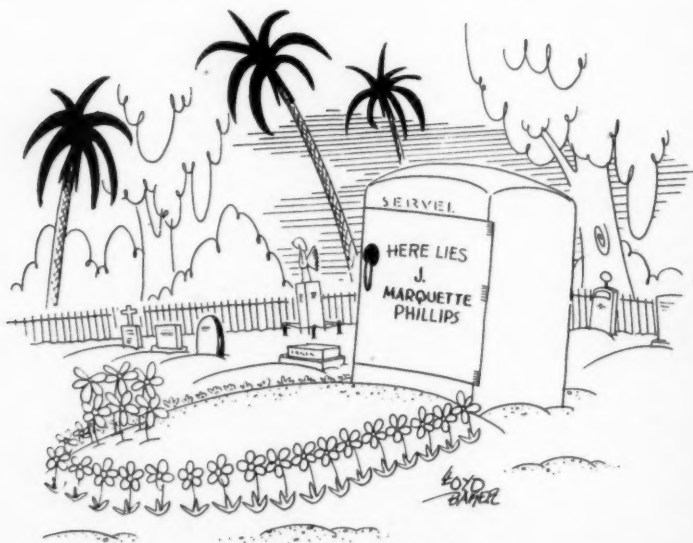
think that I can possibly put this rubber band on my door without much difficulty.

I am enclosing a hunk of the ticket that came with the box, so that no possible slip up can happen. If you can do this for me, without telling any of those blankety blank underlings up there about it, maybe some day when you steam into my harbor of Taco Bay, I can feed you up on bananas, coconuts, pineapple, and a flock of good tall Mathusalem Rum highballs, made with sparkling ice cubes from my now unhappy Servel.

Very sincerely,
J. Marquette Phillips
Taco Bay, Baracoa,
Oriente, Cuba

Dear Mr. Phillips:

Two sets of rubber gaskets for your 1947 eight-foot Servel kerosene refrigerator should reach you by air express about the time you receive this letter. These are sent to you without charge and with my compliments.



"The refrigerator should be rendering satisfactory service long after you are well under ground."

I am taking this action because I got a kick and several good belly laughs out of your letter of September 1st.

Smuggling and trafficking with bootleggers may be amusing hobbies, but the price to be paid, as you well know, is getting your tail in the crack occasionally. Then you squawk your head off and attempt to unload your inconvenience and wrath upon the conformists who follow the rules of the game and can't bail you out of trouble because you have fouled the deal.

The original gasket should not have required replacement unless one of your greasy crew messed it up with oil. Keep the new gaskets clean, and the refrigerator should be rendering satisfactory service long after you are well under ground.

Sincerely yours,
Louis Ruthenburg
President
Servel, Inc.
Evansville 20, Ind.

Dear Mr. Ruthenburg:

Did you ever hear that Florida story about the drunk going into a bar, ordering a whiskey and a chaser, and then asking the bartender "Do you know, that when the mama aligator lays her eggs, she lays 8 thousand eggs, and then the papa aligator comes along and eats them all but 2." Well after three or four drinks, and repeating this inquiry each time, the bartender says, "Brother, your drunk. You told me four times about the mama aligator laying 8,000 eggs, and about the papa aligator coming along and eating them all but 2. Who the hell cares?" So the drunk says "partner, you should care, because if the papa aligator didn't come along and eat them all but 2, you'd be up to your . . . in aligators."

Well Sir, thats just the way I feel about Servel rubber gaskets. Im up to my . . . in Servel rubber gaskets. I was getting so desperate about getting one of these I started to write to all my fishing friends in the states who have yachts, and frequent these waters, asking them, "for gosh sakes, bring me a gasket." Mrs. Phillips went to Miami in September to put my youngest son in school, and she returned with a gasket. On or about October the 27th, I sailed into Baracoa to catch a plane for Guantanamo, and I found the two gaskets that you so graciously sent me. A friend pulled into my harbor from Key West a week later and had a gasket for me. Last week a lady flew down here to give a look-see at this Tropical Dude Ranch I am building, and blamed if she didn't have a gasket for me. Yes sir, I'm up to my . . . in 1947 eight-foot Servel keroscene refrigerator rubber gaskets. And its a plasure.

Yes sir, all is forgiven. I even forgive your Export Manager in New York; and you can tell him that if he ever pulls into Taco Bay in his yacht, Ill get him spiffed to the ears with Ron Mathusalem, with chunks of ice cubes swimming all around in it.

Who knows, maybe some day soon, Ill make enough money off of bananas and lumber to stock a dozen Servels in my store?

Very sincerely,
J. Marquette Phillips
Taco Bay, Baracoa,
Oriente, Cuba

Home Swimming Pool Boom

WHEN Americans take the big plunge into swimming pools this year it will cost them \$160,000,000.

That's one estimate of what will be spent in the U.S. during 1955 to build public and private swimming pools, not counting the fixin's like lights and landscaping.

Swimming pools have become a growing business and anyone who can afford a good second car can probably afford a good swimming pool, according to an article in *Steelways*—magazine of American Iron and Steel Institute.

At the end of the war the country boasted only 8,000 pools. Two years later the figure was close to 11,000, with four-fifths of them public. By the beginning of this year authorities estimated there were 33,000 pools in the U. S., almost half of them privately owned. This year, builders of swimming pools are prepared to handle a record 7,200 construction jobs, of which over two-thirds will be for home pools.

Big studies have been taken in making the home pool commercially practical. Fabricating techniques have been developed and special steels introduced.

A system of adding flanges on the bottom of steel pools, at right angles to the sides, was one solution for keeping the pool from popping out of the ground when the water table (the depth below ground of sub-surface water) rises too high.

Where it was once difficult to get paint to stick to the metal, a corrosion-resistant, copper-bearing steel now does the trick.

Although the rectangular pool remains the favorite, steel pools can be produced in almost any shape and the welded contruction still prevents leakage.

Two management clubs show
NAF spirit and unity
to aid a stricken
club member

My Brother's Keeper

*By Donald L. Robertson
Ethyl Management Club*

AN INDUSTRIAL supervisor lay gravely ill in a Boston hospital and 1,800 miles from home. Doctors had just completed a major operation and told his wife that nine pints of blood were needed at once.

She was a stranger in the city. The operation had been the second in the same hospital for her husband within one year's time. The family purse was becoming depleted. Her three children, her friends, her relatives and her husband's co-workers were far away. There was no one to whom she felt she could call for help.

The New England representative of her husband's company, who had aided in getting her husband to the Boston hospital, learned of the situation during a routine hospital visit. He immediately launched a chain of events which proved beyond a doubt that unity in management, a cornerstone of The National Association of Foremen, was something very real and that this unity could stretch

across hundreds of miles of these United States.

Let's go back to February of this year. Alan "Scoop" Barton, supervisor of industrial relations at Ethyl Corp., Baton Rouge, La., and a member of the 641-member Ethyl Management Club, was not recuperating as expected from an operation by a Boston surgeon. Another operation was necessary. So back he went to the New England Deaconess Hospital where additional surgery brought about the need for blood in a hurry.

Back home at Baton Rouge, Barton's Ethyl Management Club had its own blood bank which provided blood for members and their immediate families. But none of this blood, nor blood which his friends and co-workers might donate, could do Scoop any good in Boston because whole blood would not be accepted by shipment.

Rock Pedarre was chairman of the Ethyl club's blood bank committee.

When he was unable to get blood to Barton, he took the problem to Al Carville, fellow member and a member of the NAF board of directors. Then the wheels of unity began turning.

Carville telephoned Eldon Tufts, also an NAF director and member of the Sylvania Lighting Foremen's Club at Danvers, Mass., just outside Boston. Tufts was briefed on the situation.

"You fellows can stop worrying—it's our baby now," Tufts said. "Barton will get the blood—and—quickly."

Tufts first visited Barton at the hospital to get all the facts and to reassure the family. He then turned to his Sylvania Lighting Foremen's Club which had developed its own blood bank in cooperation with the local Red Cross.

Barton immediately received the nine pints of blood that he needed. Because of the Sylvania Club's blood bank arrangements, five of the nine pints were available without any replacement problem. Three other members of the club, James O'Brien, Leon Wilkins, and Albert Bovio, each volunteered to donate a pint of blood. Tufts gave the fourth.

Tufts visited the recuperating

Barton several times. He placed himself and the members of the Sylvania Club at the service of the family.

The cooperative efforts paid off. Barton soon was able to leave the hospital and return to Baton Rouge.

From NAF Director Carville came a statement which sums up the situation best of all:

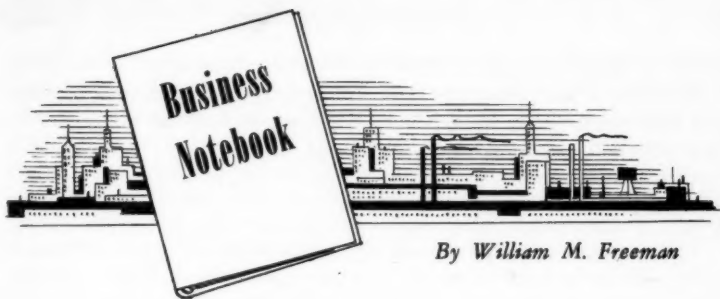
"It was to me one of the most outstanding examples of the cooperation and unity on which the NAF's 30 years of growth has been based. While this renews your faith in your fellow man, it's the type of unity which management men have in a great many other activities."

But from the Barton's, Scoop and his wife Nell, came the real thanks.

Mrs. Barton: "It was wonderful. It is something that I will never forget. Mr. Tufts, every member of his club, and Alan's own co-workers have my gratitude."

Scoop Barton: "Even though it did not take this to sell me on my club and the kindred feeling I have with other men of management, I'll never forget it. It was one of the grandest examples of lending a helping hand that I have ever seen. My sincere thanks to every person, who had a part in this cooperation, can never be fully expressed."

EDITOR'S NOTE: "Scoop" Barton died on June 5 in Baton Rouge, after waging a gallant fight for life. This story is meant to be a tribute to Scoop and to his fraternal associates in management, but specifically is dedicated to the NAF spirit of fraternity shown by the Sylvania Lighting Foremen's Club and the Ethyl Management Club.



REPORT FROM HOLLAND: In 1627 Jan Janszoon Vijff Vliegen, which means John John's Son Five Flies, opened an inn on Spuistraat in Amsterdam. The inn, named "The Five Flies," is still in operation and its current proprietor, one Nicholaas Kroese, has done so well with it as a modern restaurant with some real atmosphere that he is setting about opening branches in this country.

Mr. Kroese, a genial gent with shining curl-fringed bald head, found the structure an abandoned wreck, condemned to be pulled down. He bought it for use as an antique shop, which is his business (or was) and soon found that the house itself was more of an attraction than his antiques.

Nicholaas is a showman and an experienced restaurateur with a fondness for people. His restaurant is a series of gingerbread and plum pudding rooms—Moeder Hendrina's, the Hall of Knights, Rembrandt's Hall are some of the names—decorated in authentic style with 300-year old furniture. The food is superb. Dessert, for example, is an elaborate concoction of ice cream, whipped cream ("slagroom" is the Dutch word for whipped cream), fruit and syrup. All this is topped, for an American visitor, by an American flag and two freshly-lighted Fourth of July sparklers.

The Five Flies has expanded into two other restaurants in Amsterdam, the Swarte Schaep (Black Sheep) and the Rembrandt Tavern, and a gift shop. And now Mr. Kroese, whose guests are among the distinguished of every continent, is going on to bigger things in South Africa and in America. By American standards his charges for food are extremely moderate. A meal for which the Twenty-one Club or the Stork Club in New York or Locke-Ober's in Boston might charge \$20, comes to less than a quarter of that in Amsterdam. Chances are, of course, that Mr. Kroese

might be obliged to raise his prices in the American market.

Watch for a jolly Santa-type gent with a necktie adorned with five flies. Or: Best way to get to Holland is by KLM, which itself has won prizes for food served in planes high over the oceans.

REPORT FROM ITALY

Rome is full of Americans, and not all of them are tourists. Most of them seem to be workers in Cinecitta, the Hollywood of Italy. American actors, producers, directors and studio hands are busily at work making movies for American consumption and for exhibition throughout the world. Living standards are somewhat different and novel, and the scenery and surroundings are still major tourist attractions. American actors are tourists, too, like the rest of us.

Besides, there are still some tax advantages to working abroad despite Washington crackdowns—that is, of course, if the worker is paid in American dollars delivered in Italy.

So Italy benefits while Hollywood, made desperate by television and by the deserters from its ranks, is egged on to the only possible answer it can make—better pictures.

REPORT FROM FRANCE

Paris, like almost every other city in Europe, has a chronic shortage of hotel accommodations. Without advance reservations it is all but impossible to get a room. And sometimes it is even difficult with an advance request, acknowledged and confirmed in advance.

Sample:

The hotel clerk spread his hands.

"It is with truth that the reservation for you is made," he said, "but it is also with truth that the room is taken. It is for this reason I report that we have the reservation, of a truthfulness, but, alors, we have not the room. Monsieur will understand our position. Monsieur has asked for the reservation. This we have given, with gladness the most. But the room, monsieur, does not monsieur understand? The room itself, this we do not have."

There was a young woman with artificially blonde hair standing just outside the doorway, listening to the conversation, which was conducted

politely in bits and pieces of three languages. At this point she stepped forward.

"Monsieur does not have a room? This is of the most unfortunate, but perhaps it is not of a tragedy. I know of a room."

Paris, which not long ago celebrated its 2,000th anniversary (it started as a collection of huts on the Isle de la Cité, where Notre Dame now stands) will find a way. In addition to the obliging young woman there is always a room (for one) in a small hotel next door or around the corner.

REPORT FROM CALIFORNIA

Not all the wine consumed in this country comes from France. In fact, most of it is of domestic origin. The 1935-39 average for wine sales in the United States was 63,000,000 gallons a year. Last year the figure was 140,000,000 gallons and only four bottles in every 100 were imported.

Alfred Fromm, a European vintner who has made his home in California for two decades, working to raise the quality and the standards of American wines, believes that in five years wine consumption will be doubled, with imports still supplying only a small fraction of the total.

But Mr. Fromm, who is president of the Paul Masson Vineyards, thinks there is still a long way to go. The per capita consumption in this country works out at only nine-tenths of a gallon, and, he says, there is plenty of capacity for the industry to supply.

California's vineyards, along with those in New York State's Finger Lakes region, can supply a great deal more demand, in his view.

Short Course in Human Relations

Five Most Important Words . . . I AM PROUD OF YOU!

Four Most Important Words . WHAT IS YOUR OPINION?

Three Most Important Words IF YOU PLEASE!

Two Most Important Words THANK YOU!

Least Important Word I

—from *Watertown News and Views*



"Chance for advancement is secondary. I want a position that pays a lot of dough.



ONE-HALF GAW GIVES U.S. MORE HEADACHES

THAT ONE-HALF guaranteed annual wage negotiated by the United Auto Workers Union and the manufacturers has given Washington some potential headaches. The agreement was arrived at in the American tradition of face-to-face bargaining. The government followed Labor Secretary Mitchell's clearly-laid down policy of hands-off.

Yet now that the contracts have been signed, the Federal government inevitably is in the act, so to speak. For example, a basic premise is that the partial wages paid by the employer during periods of no work should be supplementary to, and not in place of, the Federal-State unemployment benefits.

QUERY: Is a man or woman who receives an income from an employer unemployed?

That's a key question in a lot of states, as to whether the one-half GAW really will work. A really strong recommendation by the Administration unquestionably would have an impact with respect to change in state laws. Conversely, failure to go to bat with the states for such a change would have its repercussions, politically.

Again, in the administration of the overtime pay provisions of the Fair Labor Standards Act, with its far-reaching effect on the entire wage structure, the Federal agency must decide whether the one-half GAW constitutes an increase in base wages for overtime pay purposes.

In relations between the government and private contractors, is the GAW a business expense that can be passed on to the government under a

cost-plus-fixed-fee contract? A fourth problem is the deductibility of the new costs as business expenses for income tax purposes.

Probably the answer to at least the last two is yes, but nevertheless formal rulings must be made, timing decided upon, and regulations and procedures for putting them into effect worked out.

The Federal government, like industry, is studying the fine print in those contracts.

Secretary Mitchell and other administration wheels are keeping still for the time being (or were up to the time this was written), but Washington observers predict at least three general results:

1. *The agreements will have a somewhat inflationary effect, raising prices all along the line and thereby reducing purchasing power for supervisors and this reporter, among others;*
2. *They will spur the development of automation;*
3. *They will make management's job harder, because more work will have to be done with fewer workers, and those workers and their operations will have to be more closely supervised.*

Offsetting these somewhat negative factors, however, will be the fact that funds for the guaranteed wage payments will form enormous pools of capital. This capital inevitably will be invested in one way or another, and these new accumulations of capital will result in new enterprises and new jobs.

CREEPING "AUNTY-KNOWS-BESTISM"?

Speaking of news and an informed people's governing themselves, several nationally syndicated Washington columnists and capital newspapers have been tilting with the Administration on what they regard as a "brown-out" of information from government agencies.

For example, the powerful Washington POST and TIMES HERALD, which supported Eisenhower in the 1952 Presidential campaign and which is widely read on Capitol Hill, recently said in a lead editorial titled "Secrecy a la Mode":

"... despite sanctimonious denials something very akin to censorship—call it gray censorship or suppression of information—is fast spreading through the government."

The newspaper cited the Defense Department's recently instituted rule whereby release of information, even if bearing no military security classification, was to be judged by whether it made a "constructive contribution"

to the Department's mission. It pointed out, for example, a scandal as to military procurement (which seems to have come to light in McCarthy's old Committee on Government Operations) probably would *not* make a "constructive contribution" to the Department, and hence the safe thing to do is to suppress it.

The paper goes on to point out that Cabinet officers are holding progressively fewer press conferences. Also that there is a spirit of reprisal against reporters who manage to get information anyhow, and that in general there is developing "a philosophy toward information that may be described as a sort of creeping Aunty-Knows-Bestism . . .

"The idea that information is something that belongs to the government to use as it sees fit comes perilously close to the concept of government for government's sake."

WHAT D'YA MEAN, INTEGRATION?

Here in Washington there is much talk of integration—integration of the armed forces under three sub-categories—Army, Navy and Air Force; integration of races in schools and restaurants. A young matron was attempting to meet her Congressman husband coming in from the West on an Air Force plane. She blundered first into an Army airfield, then a Navy field, all side-by-side. Frustrated at this second failure, she remarked to the Shore Patrol guard, "I thought we had integration."

"We do, ma'am," he replied, "we have Negro messmen in the Navy."

Integration of the Armed Forces has been on the books for five years or so, but the Navy still has its own air force, and the Army its own air force. They say the Air Force may soon get its own air force.

WANTED: MORE SCIENCE STUDENTS

Even though you're not interested in a new job, look at the "Help Wanted" columns of your newspapers, or national journals like the New York Sunday TIMES and you'll see opening after opening for engineers and other scientists. This writer, graduated from college into the depression of the early '30's when even political pull as a newspaperman couldn't get him a job washing dishes, selling ribbons, or digging ditches. It's amazing the opportunities and salaries offered graduates in physics, chemistry, electronics, and like fields.

Yet despite the truly golden rewards, the U. S. Office of Education reports an alarming drop in the number of high school and college students

enrolled in mathematics, physics, and chemistry, which form the basis for higher education in the more specialized fields. The situation is particularly serious in view of the reluctantly admitted fact that the Soviet Union is surging ahead in some technical fields, and, in view of Russia's manpower, our national security depends more than ever on our skills and technological supremacy.

The Office of Education attributes the decline of students' interest in science to a "soft" educational policy which has turned them away from the hard subjects to the easy courses of social studies and vocational training.

Paradoxically, the fact that the rewards are so great in scientific fields has contributed to the fact that fewer young people are preparing themselves for them. This is because the best science and math teachers have been attracted away from teaching by the far better salaries they can get in private industry. "Untold numbers of students get their first distaste for scientific subjects from disinterested, untrained, or incompetent teachers," the National Education Association here reports. "The youngster with native ability in the desperately needed fields of science and technology goes undiscovered, and his vital talents are lost."

Supervisors would be serving their children, and their country, well by urging them to do it the hard way and leave the snap courses to the softies.

Handicapped Employees

Employers exploring the handicapped-person source of labor have found it is ability that counts, not disability.

Handicapped persons have lower accident rates, are rarely absent, have less turnover, and are quick to recognize opportunity.

The outstanding thing employers find in handicapped persons is their desire to please, and this shows in increased production.

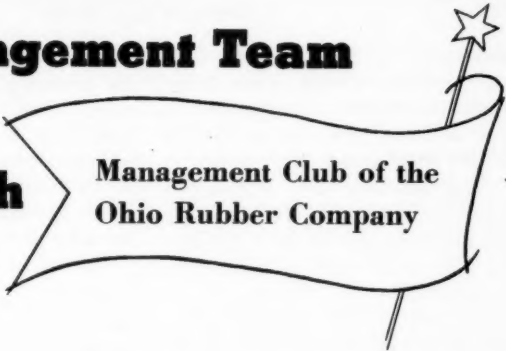
Taxpayers' money is saved too, for handicapped persons eagerly leave relief rolls and government support once they find gainful employment.

Most of all, to each individual handicapped person comes the feeling that he is a true asset to industry and his country.

Employers have hired over a half a million disabled persons since Employ the Handicapped Week was recognized nationally. More than 60,000 are being rehabilitated annually.

Employing the handicapped is proving to be good business.

Management Team of the Month



Management Club of the
Ohio Rubber Company

OF THE MANY projects carried out by our Management Club, the one with the most far-reaching results has been the initiation and sponsorship of the Orco Employees Credit Union. On the basis of this accomplishment, I should like to nominate the Management Club of the Ohio Rubber Company for the "Management Team of the Month" award.

In 1938, our club, under the

leadership of Fred Turner (then club president, later an NAF director) started the investigation which led to the organization of our Credit Union in January, 1940. After contacting the Ohio Credit Union League and other credit unions for information as to how a credit union should be operated, and obtaining top management's approval of the project, the club's committee then set up a series of

How To Qualify For Award

To qualify for a Management Team of the Month award, a club's entry should:

1. Contain specific factual and statistical documentation of the accomplishment of a club project which is in keeping with NAF objectives.
2. Concern a club project which materially benefits the sponsoring company, contributes to the development of individual management club members, or improves the community through the exercise of management leadership prerogatives by the members of the NAF club.
3. Be approximately 500 words in length.

meetings with our employees. The club invited various credit union people to explain the opportunities, problems and operating philosophy of the credit union movement.

The next steps were organization meetings, gathering subscriptions, incorporation and obtaining a charter. In all of these activities, our Management Club members took active roles (of the eight signatures on the articles of incorporation, five were Management Club men). Our Credit Union has grown with the continued support of the Management Club and the support of top management. At present the Credit Union is provided with free office space and payroll deductions for savings and loan payments. Its membership presently includes over 75 per cent of the eligible potential. Employee savings total over \$165,000. Since its organization, the Credit Union has loaned over three-quarters of a million dollars.

As an indication of the Management Club's position in regard to this organization, the Credit Union has adopted a permanent policy of keeping three foremen continuously on its board of nine directors.

Because of its unique position, the Credit Union has been able to take prompt action in assisting members faced with financial difficulties. It has helped employees to avoid garnishees and foreclosures, and set up programs to help those members

get back on sound financial footing. By providing a convenient place to save, as well as a source of low-cost loans, the Credit Union is providing a valuable service, not only to its members, but also to management by eliminating many of the financial problems that ordinarily are a part of employee relations.

Here is a graphic example of the good work being done by our Credit Union:

"Jim" is an employee of Ohio Rubber Co. In addition to his job, he operates a 40-acre farm. Just about the time the farm was beginning to be a paying proposition, Jim's wife and child were both hospitalized for several weeks. Since he depended upon them to help run the farm, he was unable to get in the year's crops. The hospital and doctor bills, plus the mortgage payments on the farm and installments on new farm machinery, were too big a load for Jim to carry alone. As he struggled, the hospital turned the balance of his bill over to a collection agency and he was about to lose the farm and all his investment.

Although Jim had been a member of the Credit Union only a few weeks, the loan committee sat down with him and worked out a solution to his debts. They paid his doctor and hospital bills in full and brought all his other installment payments up to date. The Credit Union contacted his other creditors and persuaded them to accept reduced pay-

ment schedules. A payroll deduction plan was set up to repay the Credit Union loan. In addition, Jim is setting aside, through the Credit Union, savings from his paychecks which is enabling the Credit Union to make payments on his other obligations.

The Credit Union enabled Jim to keep his farm and his family's investments in it. He has a good credit record in his hometown, thanks also to the Credit Union begun by our NAF club. His good work at Ohio Rubber Co. never faltered.

Our records, since the beginning of our Credit Union, show many less dramatic, but frequently even more important, examples of how employees have been helped by this program. Employees who had never

saved so much as a thin dime before, now, thanks to our Credit Union, are enjoying the security of comfortable, interest-drawing savings accounts because the convenience and familiarity of the Credit Union have encouraged them to develop the regular savings habit. Our Management Club members too, have provided fine leadership in encouraging employees in their departments to develop these habits.

We believe that the organization of a properly functioning credit union, with the guiding principles of cooperation and self-help, merits serious consideration as a project for any NAF club in a company which does not already have a credit union.

*Earl Fletcher, President
Management Club of
Ohio Rubber Co.*

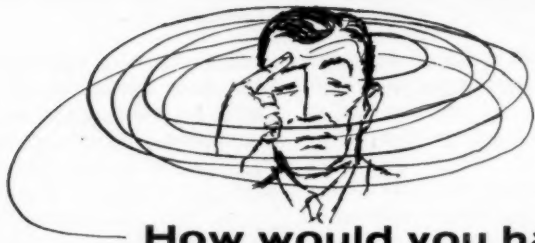
It was one of those mountain roads and the tourist stopped to ask directions from a native.

"Pardon me, sir," said the stranger, "can you tell me where this road goes?"

"Well," said the hillbilly, "this road just moseys along a piece, then it turns into a hog trail, then a squirrel track, and finally runs up a scrub pine and ends in a knothole."

There's a big increase in the number of women working in industry today. Overall employment is higher than prewar, but the increase in female employment has been far greater than the employment of males.

The number of women working in business and industry has risen from 12 million in 1940 to 19.4 million today, an increase of 62 per cent. Male employment, during the same period, has increased from 35.6 million to 43.5, a jump of only 20 per cent.



How would you have solved this?

NOTE: To be considered for \$10 cash awards and certificates of special citation, all solutions to the problem must be postmarked no later than September 1, 1955. Address your solutions of no more than 500 words to Editor, **MANAGE**, 321 West First Street, Dayton 2, Ohio.

HERE IS THE NEW SUPERVISORY PROBLEM FOR SEPTEMBER

Joe had been made foreman of assembly C because he had demonstrated to his superiors that he had the necessary job knowledge, cooperativeness, etc. to serve as a member of the management team.

However, his eagerness to do an outstanding job caused a rather serious human relations problem. Whenever his conveyorized operation was threatened with a work stoppage, for lack of material or for any other cause, Joe would take a hand-lift and start moving material in. Sometimes he would step in beside the men and work. This violated the contractual agreement and had been the cause of at least ten grievances.

Each grievance had been settled with a promise from Joe that it would not happen again. Grievances such as these are totally unnecessary. But Joe's boss could not break him of the habit. How would you stop Joe?

(Remember the deadline September 1, 1955)

THIS WAS THE SUPERVISORY PROBLEM FOR JULY

Bob and John were appointed supervisors in a large corporation about two years ago. The cost control areas in the company were divided by product. By coincidence both Bob and John had an equal number of subordinates.

Both were eager to do a good job and in their eagerness to do the job, they established friendly competition between their groups. However, in time, the friendly competition became open warfare. Not warfare between the subordinates, but warfare against Bob and John. Their driving tactics had been overplayed. Many of their men were seriously considering an appeal to Bob and John's boss, Mr. Roe. Several valuable employees asked for transfers before Mr. Roe realized what was happening. When Mr. Roe discovered what was going on, he was stumped. What should he do?

You are Mr. Roe. What would you do?

THE WINNERS

The following are the best solutions to the supervisory problem for July. The winners have received checks for \$10 each and a handsome two color Merit Award certificate suitable for framing.

MISDIRECTED EFFORT

*By Hiram D. Abernathy,
Lockheed Management Club of
Georgia, Atlanta, Ga.*

This is a case of misdirected effort. Each man is waging his ability individually against the other—ability which should be used cooperatively toward a common goal. It is not an uncommon

occurrence, especially among young or inexperienced leaders.

We have Bob and John, anxious to show what they can do—a little "cocky" perhaps. The problem is one of channeling the course of their efforts without curbing the initiative of either man. Bob and John are capable men, capable of handling their jobs, and capable of working out this problem. They need a steady influence.

In this respect, Mr. Roe is equally to blame for the errors of Bob and John. A leader's responsibility does not end with his superior. He has an equal responsibility to his subordinates. Mr. Roe should call Bob and John together and "lay the facts on the line." He should stress the effect of their actions on the company as a whole, rather than any individual. Then he should listen to everything they have to say. Finally he should assign the problem to them. He should further express confidence in their ability to work it out for themselves and assure them of his support and cooperation.

After a few days he should again call the two men together. At this time he should comment on their progress and again offer assistance, in the form of suggestions, should any differences of opinion have arisen.

Ultimately, after several months, the men should be commended for a job well done.

STRESS COOPERATION

*By William Mellor,
Hughes Tool Co., Aircraft Division,
Culver City, Calif.*

Here is the course of action I would follow in solving the July Supervisory Problem.

First of all, if Bob and John wish to have friendly competition, it should take place outside of the company. At work,

there should be a spirit of cooperation, not competition.

If I were Mr. Roe, I would call Bob and John into my office and bring this to their attention. I would point out to them that the loss of key or valuable personnel, through transfer, will defeat what they are trying to do and hurt efficiency and morale.

It also should be pointed out that there are other ways of making their departments more efficient. They can increase quality, reduce rejections, improve housekeeping and do many other things to reduce cost.

They should be reminded that men cannot be constantly speeded up like machines, but that they can sell their employees on quality, good housekeeping, and other improvements.

I also would recommend that both Bob and John obtain some management training. They need it. It seems that they had a selfish motive in their little contest and overlooked the fact that their employees were human.

BE AN INSPIRATION

*By Ruth Grace Glover,
Terre Haute Ordnance Depot,
Terre Haute, Ind.*

In answer to the July Supervisory problem, I present the following solution:

Though supervisors feel that most of the time that they have the backing of

their subordinates, they are sometimes faced with the type of situation such as presented in the June issue of MANAGE.

One of the greatest principles every supervisor must remember, if he is to be successful, is that his people are only as great as he makes them. Mr. Roe, being the supervisor of subordinate supervisors, should remember that even supervisors need some praise and also some discipline. Mr. Roe should point out to Bob and John that they were chosen for their particular jobs because of their outstanding abilities along with other admirable traits. Every individual working under Bob or John should be made to feel that he is necessary, not just doing a job. Now this open warfare is a result of pressure. No one can do his best under constant demands, for in time, he will become worn and irritable along with his fellow workers. As a result, friendly relations cease and petty differences and unpleasant working conditions exist. They say a happy child is a healthy child. I venture to say that a happy business is a healthy business.

Mr. Roe is in the position that he now has as "top man," because of his varied experience and background in the business world. He too, is faced with a problem in personnel management. It is his obligatory duty to point out the problems now being faced by Bob and John and the ways by which these problems can be solved. He too, must be an inspiration to his people if he hopes his business will operate successfully.

Newly appointed foremen at Gemmer Manufacturing Co., Detroit, are introduced to all members of top management in the company when they go on their new job. According to Human Relations newsletter, each foreman is taken to offices of the company's executives for a brief chat. In this way the new supervisor learns something of the functions of staff and operating heads and is made to feel an important part of top management's team.

This company knows

it's important to



TELL-A-WOMAN

THERE is an old joke lying around somewhere about the three best methods of communication. The telephone, telegram and "Tell-A-Woman."

Actually there is more truth than levity in the statement, a fact The Quaker Oats Co., of Chicago, has been testing the past two years through a program for the wives of its plant employees called, "Wives Are Quakers Too."

In adopting the program, the company recognized the following:

First, women are the largest influence group in the nation. Today, for the first time in our history, there are some two and one-half million more women in this country over the age of 14 than there are men. They hold the balance of power. What they think is as important to the welfare of industry as what they buy.

Second, an employee is not just a worker from 8 to 5 o'clock but a

family man around the clock. This inevitably brings his wife into the picture as a potential factor in shaping his opinions, attitudes and behavior.

Third, a wife wants to know more about her husband's job and the company he works for. The more she knows about the company, the more she thinks along management lines. It is important to make her feel "part of the team."

Fourth, a woman's judgment, like that of a man's, cannot be one bit better than her knowledge. It fol-



lows that if she is to judge the company fairly and honestly, she must have full information about the company and such information should be supplied by the company in a factual and unbiased way.

Fifth, and finally, an employee is not a public relations specialist and should not be solely depended upon to sell the company or his job at home, or to explain its policies and benefits.

MEETINGS for the wives are held five times a year in several plant communities. Subjects thus far have been "How to Marry and Be Merry," presented by a nationally known marriage counselor; "Guard Your Husband's Heart," presented by a local doctor; "Holiday Cooking With Quaker Products" in cooperation with our home economics department; "Quaker's Twenty-Two Other Plants," and "The Inside Story," which tells the financial operation of the company.

One of the major problems is to devise ways and means of presenting an otherwise dull statistical business story in an interesting and easy to listen to manner. Portions of a newspaper account from the St. Joseph Mo., News-Press on the "Inside Story" meeting will best illustrate how the company tries to accomplish this.

"A heavy winter blanket was used as an illustration. Mrs. Metz cut up the new coverlet to show where the

money goes that is left over after operating expenses and the cost of materials purchased are deducted from the income.

"One or two of her hearers expressed concern and all of them cringed inwardly to see the pretty, new, bright red blanket, representing \$53,800,000, cut to pieces. But the illustration impressed them far more than words alone, printed or spoken, could have done.

"The blanket was 84 inches wide. First a strip 18½ inches across the width of the blanket was cut from top to bottom to represent taxes.

"Next 53½ inches represented wages paid to employees. Dividends were shown by a strip only eight and one-half inches wide. The wage portion of 53½ inches was large enough still to be used as a blanket, but the others were only strips. The narrowest strip of all remained, three and one-half inches, and the speaker said that this was the sum reinvested in the business, going for research, new machinery, and other improvements.

"She attributed Great Britain's financial downfall from world leadership to the fact that owners did not save, at their peak of prosperity, this strip for improvements and research."

TO TELL the business story more completely, additional programs will be on such subjects as trade marks, their value to our over-all economy and importance to the con-

sumer; on research, as an aid to job security, and various company benefit programs.

Has the program been of value?

Any public relations project is hard to evaluate and it often requires the patience and faith of the Ordained to see results. They have tried to measure the program by several methods with the following results:

First, surveys. In an effort to determine the degree in which the wives program was discussed at home, Superintendent A. M. Patterson, of the Joplin, Mo., plant, took a survey among 10 men, whose wives attended the "Inside Story" meeting and among 10 men whose wives did not attend.

The question asked was, "How much profit does The Quaker Oats Company make out of every one dollar in sales?"

Among the men whose wives attended the program, none said over 7 cents and nine said less than 6 cents.

Among the men whose wives *did not* attend the meeting, the figures were much higher. Eight out of the 10 said the company made from 7 cents up to 25 cents. Only two said less than 6 cents.

Mr. Patterson concluded that the subject was discussed at home and information shared.

Second, auditors. Invitations are issued to local businessmen, industrialists, educators and civic leaders

to attend the meetings and make a written report on their impressions.

An Omaha auditor, Richard Mallory, vice president of the United States National Bank, had this to say about the program, "Excellent idea. Could well be done by other firms. A sure fire way to keep labor relations friendly."

David Hopkins, former congressman, at one time superintendent of schools at St. Joseph, Mo., and presently a businessman, called the program a "crucial" one. "Valuable not only to the company itself, but as a means of creating an interest in and an appreciation of all management problems throughout industry."

Third, outside measure. An extensive survey was taken by W. B. Toran as a part of his work for a Ph.D degree in mass communications at the State University of Iowa.

Mr. Toran found that 66 per cent of the employees at Pekin, Ill., said they saw some accomplishments in the program.

"Further supporting this extremely favorable indication is the fact that 55 per cent of the husbands would recommend or strongly recommend the program for other companies . . ." the report read.

"One half of employees whose wives attended the meeting noted some impact which they ascribed directly to the meetings. For instance, they said their wives' interest in the company and their hus-



bands' future with the company had been increased.

"Almost half believed the meetings had had some effect in increasing their valuation of employee benefits. Moreover, they thought their wives had become more avid boosters of Quaker products. About 30 per cent said they believed their wives were using more products in the home."

THE entire program is directed by Mrs. Kay Metz, who has a wide background in community relations, public affairs, and newspaper work.

Mrs. Metz has this to say of the project: "With no precedent to go by, we have had to 'learn to do by doing.' Whatever we have learned along the way, will certainly be made available to any company interested in a similar project.

"And while the program is still in the formative stage, still being examined and studied in an effort to work out a format that will be adaptable to any plant community, it does appear that our "Tell-A-Woman" approach is effective and some good results can be expected."

"I do not believe that Communist hordes can ever conquer us by war. The graver danger is within our country. The danger is that by pursuing false economic policies too far, we may pull down the pillars of our freedom with our own hands."—James S. Kemper, chairman of the board of Lumbermen's Mutual Casualty Co., and former ambassador to Brazil.

A good cook is a wife who serves a meal that she thawed out all by herself.

Young people lose more time from work because of illness than older men and women, according to a survey of employees at E. I. du Pont de Nemours & Co.

In the 24-29 age bracket, 55 per cent of all employees lost time because of illness. Among the 36-40 age group, only 33 per cent lost time, while in the 55-60 group it was 49 per cent.

In some folks the coating of civilization is so thin that it comes off with a little alcohol.



MONKEY BUSINESS

The circuit rider was asking the hillbilly girl if he could speak to her father.

"Naw, sir," said the girl, "Daddy's in the pen."

"Well, then," said the minister, "What about your mother?"

"Mamma's in the county sanitarium," said the girl, "she was seein' things."

"Perhaps I could speak to your brother," said the minister.

"Naw," said the girl, "he's away at Harvard."

"Oh," said the minister, brightening. "That's fine, what is he studying?"

"He ain't studying nothin'," said the girl, "they're studying him."

It was bedtime, and little Jackie had a question. "Look, Mother," he said, "why can't we pray once a week, or even once a month? Why do we have to ask every day for our daily bread?"

Before mother had a chance to reply, Jackie's little brother, David, piped up, "So it'll be fresh."

An English cub reporter, frequently reprimanded for relating too many details and warned to be brief, turned in the following:

"A shooting affair occurred last night. Sir Dwight Hopeless, a guest at Lady Panmore's ball, complained of feeling ill, took a highball, his hat, his coat, his departure, no notice of his friends, a taxi, a pistol from his pocket, and finally his life. Nice chap. Regrets and all that sort of thing."

Policeman to woman: "I wonder how you had the courage to attack a burglar like that?"

Woman: "I thought he was my husband."

The Right To Be *Foolish*

EVERY ONCE in a while a real demagogue runs for office—and sometimes gets elected.

Whenever this happens the democratic system is sure to come in for some pretty hard knocks. The more vocal critics will even suggest there is something wrong about a system that lets voters make these unfortunate choices. And some will get so riled up they will argue something ought to be done to protect voters from their own stupidity.

In the main these people are not intentionally challenging the democratic process. They are just upset by the fact that people voting in free elections sometimes elect rather unpleasant characters. It is hard to be reconciled to the fact that the right to be free includes also the right to be foolish.

That people can also be foolish in their private affairs is another deplorable thing that raises protective instincts in lawmakers and those who would like to make the laws. These instincts are currently getting a work-out before a Senate Banking subcommittee studying the subject of stockholder elections.

As everybody knows by now, there has been a rash of proxy battles between the managements of companies and groups which would like to take over the management. If these have not been more in numbers than ordinarily, they have involved such prominent companies and such a tremendous amount of publicity that they have aroused a great deal of public interest.

Now there is no doubt that stockholders' elections in publicly owned companies are properly matters of public interest, in the broadest sense of that phrase. As such, it is proper for the stock exchanges, and even the governmental regulatory agencies, to see that these elections are conducted fairly and with a proper supply of information to voters, that is, the stockholders.

And for the most part that is the burden of the suggestions that have thus far been made. Although all the recommendations deserve more study before being acted upon, no one is likely to quarrel with the principle of

the stockholders' right to know what the fighting is all about and who is doing it.

So far, so good. But there is a little bit of a suggestion in the very origin of these hearings that some people are worried not so much about the way proxy fights are fought as about the fact that they might turn out "badly"—that the equivalent of the political demagogue might be persuasive with the stockholder-voters. The "wrong" group might win, to the detriment of the company and the stockholders themselves.

The implication in this is that maybe the government ought to do something to make proxy fights a little more difficult as a means of protecting the stockholders against marauders.

We hope the hearings will not lead in this direction. For though there is always a danger from marauders—men who are not interested in long-term good management but just in power or a quick good thing—it is not nearly so great as the danger of hampering the stockholders' final recourse against management policies of which they disapprove.

In practice proxy fights are difficult enough as it is. They can rarely get under way unless there is some reason for dissatisfaction on which the outside group can capitalize. To be successful the outside group has many obstacles to overcome. The incumbent management, unless it has caused widespread dissatisfaction, has the advantage of tradition and a proven record. To add to the obstacles would only be to lessen the need for managements to be concerned about the satisfaction of their stockholders.

And the satisfaction of the voters is, of course, the final thing. In any election, public or private, the voters may vote in the way other people think is foolish. But to deprive them of the right to make the wrong decision is to deny them the right to decide.

Reprinted from the June 8, 1955 issue of the *Wall Street Journal*

Woman: "What's your cat's name, little boy?"

Boy: "Ben Hur."

Woman: "That's a funny name for a cat. How did you happen to pick that name?"

Boy: "Well, we just called him Ben until he had kittens."



The Great Lakes Steel Corporation Management Club has started a new extension training program for non-supervisory male employees of the company.

The new program got underway in July and is expected to be in full swing by early this Fall.

About 480 male employees of the company working in clerical, police, fire, metallurgical, chem lab, and engineering departments, who are not members of the bargaining unit, are eligible.

Tentatively approved are courses in public speaking, steel making, report writing, and a hobby class. During the summer months the club expects to organize committees which will deal with recreation, social service, entertainment, publicity and rules.

Arrangements have been made with a local high school for classes in shop math, blue print reading, etc., in the evening. These classes will be included as part of the school's adult education program.

The program grew out of a suggestion made five years ago by Henry Holleyoak, who was then

president of the club. He felt the club should investigate the possibilities of a program which would prepare people in the company, who were not eligible for membership in the club, but whose job responsibilities were closely related to management.

The entire program is under the overall supervision of the Management Club's board of directors which delegates authority to two of its members to sit in a council along with two elected members from the other group. They plan the activities and programs for the extension group. These plans are subject to final approval of the board before they are put into effect.

Ben Alexander, radio and TV star who is "Officer Frank Smith" of the "Dragnet" TV show, was the speaker at the June meeting of Douglas Long Beach Management Club.

Clyde R. Powell of the Endicott Johnson Corp., was the main speaker at the Diamond Unity Club installation meeting. Others who attended were Bernard J. Gantzer, NAF national director, and Raymond Codrea. Mr. Gantzer installed newly elected officers of the club. They are: Fred Hatcher, president; Leo DeMastry, vice president; James Dunkerley, secretary; Dean Richardson, treasurer; Lowell Gerard and Cecil Barnes, board of control.

The Spang Chalfant Supervisors' Association-Ambridge awarded a \$100 scholarship to Miss Mary Louise Roth, and a \$50 scholarship to Kent Hollinback.

Edward T. Higgins, a member of the North American Aviation Management Club of Fresno, Inc., has written a book titled "Webfooted Warriors," a story about Navy frogmen. Higgins served for 32 months with Underwater Demolition Team No. 11 U. S. Navy. The team operated on the beaches at Okinawa, Borneo and Japan itself. Higgins' book is published by Exposition Press, New York.

Two Fresno, Calif., high school students were selected as "Outstanding Junior Citizens" by the North American Aviation Management Club of Fresno, Inc.

They are Dena Ruble and Arnold Johansen, who received trophies from the club at an award banquet sponsored by the club, the Junior Chamber of Commerce and the Women's section of the Chamber of Commerce. In addition six other high school students, who competed in the finals of the contest, were awarded certificates.

The students were judged on the basis of their grades, leadership, family and civic responsibility.

NAF Calendar

AUGUST 22-26, 1955

Management Unity Seminar
.....Dayton, Ohio

SEPT. 28-29-30, 1955

32nd Annual NAF Convention
.....Fort Worth, Texas

OCTOBER 1, 1955

Board of Directors Meeting
.....Fort Worth, Texas

OCTOBER 17-21, 1955

Management Unity Seminar
.....Dayton, Ohio

DECEMBER 12-16, 1955

Management Unity Seminar
.....Dayton, Ohio

NEW CLUBS

Flagship Management

Club Inc.

American Airlines Inc.,

Chicago, Ill.

United Steel & Wire

Management Club,

Battle Creek, Mich.

Bendix Management Club

Bendix Products Division—

Missiles—Mishawaka, Ind.

Bendix Products Division—

Missiles—Mishawaka, Ind.

Automation . . . *that dirty word*

AUTOMATION has now become a dirty word. The automobile companies, where the term was first applied, no longer dare mention it.

Automation used to mean the last word in industrial progress . . . something a company was proud to discuss.

But now the unions have given it a new meaning . . . something that implies lost jobs, layoffs and poverty for the workers. It has become an argument for a guaranteed annual wage, a shorter work-week and higher wages.

Like every other major advance by industry, from the first machine to present automatic processes, automation is condemned as an ultimate cause of mass unemployment and bread lines. And, as history has proved in every other case of industrial progress, nothing could be farther from the truth.

The only way our standard of living improves is through the adoption of more efficient industrial techniques. Better things at lower prices are possible only through high productivity . . . by the use of better machines and methods. Automatic machines and processes have been with us for a long time. They benefit everybody. Automation is merely a further refinement of these techniques. Instead of causing unemployment and mass layoffs, it will greatly increase employment to meet the demand for the desirable things that can be made cheaper.

Moreover industry is going to be hard-pressed to fill the wants of our mushrooming population. By 1975 our population will be around 220 million. Industry will need every advanced production technique it can get its hands on to supply this potential market. The normal increase in our labor force alone could not begin to do the job. Only by improved methods and more efficient machines can we maintain and improve our standards of living under such tremendous population gains.

So automation and what it stands for technically is really our only salvation. Instead of being a creator of poverty, it is the key to our continued prosperity.

By Carl C. Harrington, Editor, *Mill & Factory* (editorial in June, 1955 issue).

Letters to the Editor

To the Editor:

Regarding the sayings published under the heading "YOU" on the inside front cover of *Manage* for June, 1955, with the byline "A. Lincoln," I would like to refer you to an article by Dean Russell in Series I of the booklet "Ideas on Liberty" recently released by the Foundation for Economic Education, Irvington-on-Hudson, New York.

In his article, "Lincoln Didn't Say It," Mr. Russell attributes your A. Lincoln quotations to a retired Presbyterian minister, William J. H. Boetcker, and suggests that the confusion is the result of the distribution of a leaflet which contained a Lincoln quote on one side and the sayings, uncredited, on the other. He goes on to point out how many of us are overly impressed by whose name is on a statement rather than by what the statement says.

I trust you will get together with Dean, Will, and Abe on this, and while you are at it, in the interest of eternal verity and plain talk, will you please iron out some of the minor differences in wording? For example, you say "help the wage earner," "encouraging class hatred," and "discouraging the rich" while Mr. Russell has it "lift the wage earner," "inciting class hatred," and "destroying the rich."

Likewise "by spending more than you earn" versus "on borrowed money" and "man's initiative and independence" as against "a man's initiative." And finally your statement "You cannot help men permanently by doing for them what they could and should do for themselves" versus Mr. Russell's "You cannot really help men by having the government tax them to do for them what they can and should do for themselves."

Which one of you guys is improving on Abe—or is it Will?

*Your Obedient Servant,
Thomas Dunlap
12046 Clover Avenue
Los Angeles 66, Calif.*

To the Editor:

I am very much interested in establishing a prayer band or a devotional period at our plant, for the benefit of the men. Being a Christian myself, I feel the Lord has laid this program on my heart and that I must do my utmost to help the men spiritually. So in order to do this, I must be able to "sell" the program to my company convincingly enough that they will give approval to some kind of program—or at least their wholehearted support.

I have written to a number of plants and industrialists who have put God into their programs and found Him a great help in solving all problems, as well as increasing production.

I shall be deeply grateful if you could send me a list of firms who have religious or chaplain programs, as well as any literature you have on this subject.

*Gene E. Davidson
11014 22 Avenue, S. W.
Seattle 66, Washington*

How To Spend Your Time

Take Time TO THINK . . .

It is the source of power.

Take Time TO PLAY . . .

It is the secret of perpetual youth.

Take Time TO READ . . .

It is the fountain of wisdom.

Take Time TO PRAY . . .

It is the greatest power on earth.

Take Time TO LOVE and BE LOVED . . .

It is a God-given privilege.

Take Time TO BE FRIENDLY . . .

It is the road to happiness.

Take Time TO LAUGH . . .

It is the music of the soul.

Take Time TO GIVE . . .

It is too short a day to be selfish.

Take Time TO WORK . . .

It is the price of success.

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Calif. Inst. of Technology

Pasadena 4, Calif.

4 For Risk

One of the things which is unique to American business is the element of risk.

In many countries the economic systems appear similar to ours, but in reality they are far different.

Government programs, price controls, regulations, restrictive legislation—all designed to protect this group or that from loss—can be found. The government pays the losses by taxation.

There can be no true profit—which results in raising the standard of living—unless free men are willing to risk a loss.

In the U. S. we have, in most industries, been able to preserve the element of risk, the striving for profit.

The element of risk has prevented those working in the free enterprise system from becoming complacent. It has encouraged progress through competition, and every citizen has benefited from the progress achieved.

